

OFFICE OF THE INSPECTOR GENERAL

**EVALUATION OF SEAMEO-JASPER FELLOWSHIP
PROGRAM**

FINAL REPORT

DEPARTMENT OF FOREIGN AFFAIRS AND INTERNATIONAL TRADE

EVALUATION DIVISION

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TABLE OF CONTENT

EXECUTIVE SUMMARY

ABBREVIATIONS AND ACRONYMS

1.0	CONTEXT OF THE ASSESSMENT	1
1.1	Background to the SEAMEO-Jasper Fellowship Program	1
1.2	Objectives and Scope of the Evaluation	1
1.3	Methodology	2
2.0	SUMMARY OF EVALUATION FINDINGS	4
2.1	SEAMEO-Jasper Fellowship Program - Grant Agreement and Guidelines	4
2.2	SEAMEO-Jasper Fellowship Program - Selection Process	5
2.3	The SEAMEO- Jasper Fellowship Recipients and Their Program	8
2.4	Satisfaction with the SJ Fellowship Program	11
3.0	RELEVANCE OF SEAMEO-JASPER FELLOWSHIP PROGRAM	12
3.1	Relevance of the SJ Fellowship Program to Canada's Interests	12
3.2	Benefits of the SJ Fellowship Program to SEAMEO	14
3.3	Relationship to Other Canadian and International Agency Initiatives	16
4.0	EFFECTIVENESS AND EFFICIENCY	16
4.1	Effectiveness Issues	16
4.2	Efficiency/Management Issues	19
4.3	Financial Management	22
5.0	ACHIEVEMENT OF RESULTS	24
5.1	Progress to Achievement of Objectives	24
5.2	Impacts and Results Achievements	25
6.0	CONCLUSIONS AND LESSONS LEARNED	27
6.1	Conclusions	27
6.2	Recommendations	28
6.3	Lessons Learned	28

EXECUTIVE SUMMARY

In 1990, the International Academic Relations Division (ACE) of the Department of Foreign Affairs and International Trade (DFAIT) awarded a grant to Southeast Asia Ministers of Education Organization (SEAMEO), on behalf of the Government of Canada, to establish the SEAMEO-Jasper Fellowship Program. The Program created an award that is bestowed annually by the Government of Canada and the SEAMEO for outstanding research conducted by citizens of Southeast Asian Countries. The Fellowship Program was established to commemorate the occasion of the Silver Anniversary of SEAMEO on 30 November 1990.

DFAIT and the SEAMEO Secretariat agreed to proceed with an independent evaluation of the Program as this Program has not been evaluated since its inception in late 1990. The objectives of the evaluation are to assess the effectiveness and the impact of the programme as well as to assess the efficiency of the SEAMEO Secretariat in the implementation and delivery of the program. The purpose of the evaluation of the Program was to gain a deeper understanding of the program's progress, strengths and weaknesses to guide the future planning and management of the program. The assessment was carried out under the auspices of the Evaluation Division (SIE) of the Office of the Inspector-General, DFAIT for the International Academic Relations Division of DFAIT.

Conclusions

The Program is being implemented and managed in accordance with the terms and conditions of the Grant Agreement between Canada and SEAMEO. Both SEAMEO and DFAIT feel the Program is an important element of their overall strategy for Southeast Asia (SEA). The principal of the endowment fund is being maintained. The selection process is fair, rigorous and effective in selecting the most qualified and suitable candidate within the criteria set by SEAMEO and the Selection Committee. In addition, it was concluded that:

1. SEAMEO has full ownership and management responsibilities for the Program;
2. SEAMEO is providing good operational management, coordination of the Fellows' program and prudent and responsible financial management of the Fellowship Program;
3. any adjustments or changes to the application and administration of the endowment fund which do not conflict with the Grant Agreement could be undertaken by SEAMEO;
4. SEAMEO is achieving the objectives it set for the Program;
5. the Ministries of Education have shown little interest in becoming involved in the Program outside official SEAMEO functions and appear to be a "post office" for transmission of Program information;
6. at present, there is no other international SEAMEO program that is substantially similar to the Fellowship Program; no other associate member or international agency has found more effective avenues for the delivery of comparable programs;
7. the number of fellowship applicants has stabilized at an average of about nine per year;
8. the short time spent at institutions in Canada and SEA has limited the effectiveness of the Program and the formation of more lasting linkages; visits to some institutions and with some individuals only permitted time for the Fellow to present his/her paper;
9. participating institutions in SEA and Canada are supportive of the Program; however, the time for the Fellows to promote their research is short and spread over many institutions; this

- results in limiting the value of visits and the research to participating institutions;
10. SEAMEO has honoured the Program and Canada by announcing the Fellowship Award at each annual SEAMEO High Officials Meeting from the beginning of the Program;
 11. the main benefits to Canada appear to be in the areas of goodwill; the potential for relationships and longer term contact with SEA leading scholars and researchers remains to be developed;
 12. DFAIT is not taking full advantage of the opportunity to further develop contacts and relationships in an academic and educational framework; the universities and institutions and Ministries of Education are staffed with people that influence policy development and decisions; DFAIT should become more involved in the coordination of the Program, particularly in relation to the Fellow's program in Canada and in the selection process.

Recommendations

The SEAMEO-Jasper Fellowship Program is small with a small budget, selects only one fellow per year and has limited room for innovation, but it has a high profile and is a highly visible program involving influential persons and institutions. The Program is one aspect of the SEAMEO-Canada dimension that can further develop DFAIT's regional contacts within an established framework. Therefore, to improve the administration, delivery and monitoring of the Program, it is recommended that:

1. SEAMEO and DFAIT periodically review the Fellowship Program to reconfirm the expectations of SEAMEO and DFAIT with respect to results, the selection process, the present focus on research, options available for Program implementation, and the sustainability of linkages and mutual cooperation.
2. SEAMES consider a more focused visit and travel schedule for the fellowship recipients, that is, more time at fewer institutions, careful selection of key institutions which will maximize the impact of Fellow contact and permit more dialogue and exchange on technical matters.
3. SEAMEO and the Ministries of Educations of member countries explore approaches and means of increasing the efficiency of Program promotion and the visibility and distribution of the results of the research of Fellows.
4. SEAMEO and the selection committee (SC) consider requiring that Fellowship Program applicants demonstrate that they have identified Canadian institutions which have programs, initiatives and/or researchers that are relevance and potentially beneficial to their research.
5. SEAMEO explore ways of involving a representative of previous fellowship recipients on the Selection Committee to make use of the skills and knowledge gained from experience as a highly respected senior researcher, and as a former Fellow.
6. SEAMEO have each Fellow complete an evaluation sheet offering his/her opinions on and suggestions for the Program and the Selection Committee review and that the Program management consider taking action on the feedback each year.
7. SEAMEO consider allocating some funds to enable it to monitor Program achievements and follow up with former Fellows and determine any action taken on research efforts.
8. DFAIT become more involved in the coordination of the Program delivery, particularly the selection process and the Fellow's program in Canada.

Lessons Learned

Lessons learned gathered from Fellows, SEAMEO, DFAIT, the Canadian missions in Bangkok and Singapore and other stakeholders propose that:

1. Education and social research are effective tools to foster cooperation, mutual understanding and respect for cultural diversity.
2. Multiculturalism, ethnic diversity are important issues in SEA and Canada and the use of education and educational institutions to address the issues is of mutual importance.
3. Canada and SEA have scholars, researchers and academics with skills and knowledge that can be shared through cooperation and collaboration.
4. Linkages and networking are not sustainable without perceived and real benefits emerging from the liaisons.
5. Mutual understanding of and agreement on all aspects of an initiative should be reached at the design stage and reflected in all agreements among partners prior to start of implementation.
6. For a Program such as this: a well chosen host at each stop on the itinerary significantly contributes to the quality of the fellowship experience and the value of the visit to the Fellow and host; fewer stops with more time in each stop would be an advantage.

ABBREVIATIONS AND ACRONYMS

ACCC	Association of Canadian Community Colleges
ACE	International Academic Relations Division of DFAIT
CIDA	Canadian International Development Agency
CE	Canadian Embassy in Bangkok
CHC	Canadian High Commission in Singapore
CIDA	Canadian International Development Agency
AUCC	Association of Universities and Colleges of Canada
GoC	Government of Canada
DFAIT	Canadian Department of Foreign Affairs and International Trade
MoE	Ministry of Education or Ministries of Education of member countries
ODA	Official Development Assistance
RBM	Results-based Management
SEA	Southeast Asia
SC	Selection Committee
SEAMEO	Southeast Asia Ministers of Education Organization
SEAMES	Southeast Asia Ministers of Education Organization Secretariat
SIE	DFAIT's Evaluation Division

1.0 CONTEXT OF THE ASSESSMENT

1.1 Background to the SEAMEO-Jasper Fellowship Program

SEAMEO (Southeast Asian Ministers of Education Organization) was established in November 1965 with the intent to promote cooperation in education, science and culture in the South-Eastern region. The SEA Ministers of Education Council, consisting of the Ministers of Education or named alternate of the member states, determine the policy and the main direction of SEAMEO's work. The Council meets annually. An extraordinary meeting is at the call of at least 1/3 of the members. Member countries are: Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam. Associate countries are Australia, France, Germany, New-Zealand, Holland, Japan and Canada.

Canada has been an associate member since 1988. Associate membership is opened to any country which is willing to promote cooperation among Southeast Asia (SEA) nations through education, science and culture. Associate members do not have voting rights but participate in Council, other SEAMEO meetings and activities. Associate members are obliged to make an annual contribution. Canada has been providing support to SEAMEO since 1970 and the SEAMEO-Jasper Fellowship Program is representative of Canada-SEAMEO continued cooperation.

The SEAMEO-Jasper Fellowship is bestowed annually by the Government of Canada and the SEAMEO for outstanding research conducted by citizens of Southeast Asian Countries. The Fellowship Program was established to commemorate the occasion of the Silver Anniversary of SEAMEO on 30 November 1990. The International Academic Relations Division (ACE) of the Department of Foreign Affairs and International Trade (DFAIT) awarded a grant to SEAMEO, on behalf of the Government of Canada, to establish the Program. The interest earned from the \$Cdn 250,000 endowment fund, established by the grant, is to be used for funding the Fellowship. The first fellowship was awarded in 1993.

The SEAMEO objectives for the fellowship are to:

- allow nationals of SEAMEO Member Countries to undertake post doctoral research in Canada;
- provide a forum for exchange of knowledge and ideas between Canadians and citizens of Southeast Asian Member Countries;
- develop understanding on each other's culture and development

1.2 Objectives and Scope of the Evaluation

The general objective of the evaluation is to gain a deeper understanding of the program's progress, strengths and weaknesses to guide the future planning and management of the program. As agreed by ACE and SEAMEO, the comprehensive evaluation of the SEAMEO-Jasper Fellowship Program intends to:

- assess the relevance of the Program in the context of Canada's foreign policy objectives and

- Southeast Asian Countries' interests;
- assess the effectiveness and efficiency of the current approach to deliver and administer the program;
- determine the progress made towards achieving the program expected results and impacts; and
- determine the lessons learned and how this program can be improved.

The evaluation was carried out by Edward Ramsay, consultant to DFAIT, over the period from April to July, 2002.

1.3 Methodology

1.3.1 Evaluation Approach

All aspects of the assessment were closely coordinated with the Evaluation Manager, Evaluation Section of the Office of the Inspector General and the Senior Program Manager of ACE. Contact with SEAMEO was maintained through the SEAMES Project Officer in charge of managing the Program. The four basic elements of the assessment - the relevance of the program, the efficiency and effectiveness of the delivery and administration, the achievement of expected results and lessons learned - were addressed by:

- reviewing pertinent DFAIT files and available data, Canadian International Development Agency files, program material and data collected from SEAMEO's Secretariat (SEAMES);
- consultations and interviews with DFAIT officers, CIDA officials who have been involved in the fellowship selection process in Bangkok or organization of Fellow visits to Canada, officials of the Canadian Embassy in Bangkok and High Commission in Singapore, representatives of institutions in SEA and Canada who participated in aspects of the Program and in hosting Fellows;
- collection of data and feedback from past Fellows through telephone interviews and completion of a brief questionnaire;

A summary of the entities covered is shown in Table 1.

TABLE 1 - SUMMARY OF PERSONS AND ORGANIZATIONS CONSULTED

Entity	No. Contacted	No. Responding
DFAIT	2	2
Canadian Embassy Bangkok, Canadian HC, Singapore*	3	3
SEAMES	6	6
Members of the Selection Committee**	5	3
Ministries of Education in Member States	8	0
Fellowship Recipients	6	6
Fellowship Host Institutions in SEA	4	3
Fellowship Host Institutions in Canada	8	3

CIDA officials in Hull**	6	5
Canadian Consultants involved in organizing Fellow visits to Canada	2	1

Notes:

* While the Singapore CHC was the mission liaising with SEAMES during the first years of the Program, all SC Canadian members were posted in Bangkok.

**Canadian members of the SC contacted were CIDA officers who were posted in Bangkok when on the SC but are now at HQ in Hull.

1.3.2 Limitations and Constraints

The most significant limitation to the assessment was the lack of input and response from SEAMEO Ministries of Education. While one Ministry indicated it would respond to questions concerning the Fellowship Program, it never did despite several follow ups by the consultant and SEAMEO. Other sources indicated that the ministries were only a conduit for information flowing to the universities and institutions and have only peripheral involvement with the Program, virtually a “post office” role. SEAMES provided the names of four SEA educational institutions that hosted Fellows. The three participating SEA institutions which responded were willing hosts for the Fellows and quite interested in the Program. However, they would have liked more time with the Fellow to get actively involved with the research.

The Fellowship Program schedule of activities in Canada involved many people and many institutions from the west to the east coasts. During their four weeks in Canada, each of the Fellows visited in the order of 10 institutions and met with some 60 to 80 individuals. This made it difficult for the consultant to locate people with any extensive involvement with Fellows or knowledge of the Program. These limitations were somewhat offset by receiving extensive and detailed input and replies from six of nine Fellows and by the information, records and assistance received from SEAMES. The SEAMEO Secretariat keeps quite complete files and records on participating institutions, dissemination of information, Fellows’ reports and financial information of the endowment fund and interest income earned.

There were no substantive limits or constraints to obtaining sufficient information and data to complete the evaluation. The distances between locations and the number of institutions involved limited interviews to telephone and e-mail consultations. However, there was substantial consistency in responses to questions which increased the degree of comfort with findings, conclusions and recommendations.

2.0 SUMMARY OF EVALUATION FINDINGS

2.1 SEAMEO-Jasper Fellowship Program - Grant Agreement and Guidelines

The Grant Agreement between SEAMEO and DFAIT, under the Education-Related International Activities Program of DFAIT, is concise and brief. Consistent with the Canadian federal government Fiscal Transfer Policy, there are no clauses in the Agreement with respect to amendments, termination or changes in roles and responsibilities, nor are there any clauses related to investment of the principal, monitoring or follow up requirements. The funds have been turned over to SEAMEO. It is evident that the brevity and content of the document permit SEAMEO considerable flexibility in managing and setting the parameters for the Program. SEAMES, as SEAMEO's administrative agent, has complied with the terms of the agreement as indicated in the following table.

TABLE 2 SEAMEO COMPLIANCE WITH TERMS OF THE GRANT AGREEMENT

Grant Agreement Requirement	Compliance	Degree of Compliance
Interest is to be used to fund a fellowship benefitting citizens of member countries of SEAMEO wishing to undertake post doctoral research in Canada	Only the interest from the fund has been used for the Program. The grant was converted to \$US at the Program start and because of changing exchange rates the principal is now valued at approx. \$Cdn336,765. The original grant was \$Cdn 250,000.	Complete compliance
Selected applicant is to undertake post doctoral research in Canada	The research, which was conducted at the post-doctoral level, had to be completed prior to applying for the fellowship. The SEAMEO objective was to promote research already complete and perhaps expand or fine tune the research.	In line with selection criteria and the nature of fellowship (promotion rather than research)
Focus is to be on Canada or areas where Canada has internationally recognized expertise	None of the research focused on Canada as it was done in and for SEA, but most had areas where Canada has internationally recognized expertise.	Quite satisfactory under the Program criteria
Carry out activities related to publicizing the competition, receiving applicants	SEAMES has done a conscientious and thorough job of getting information out to MoE, SEAMEO Centres and placing notifications on its website. Feedback from respondents indicated that the MoEs were slow in forwarding information to the universities causing applicants to rush their preparation. SEAMES is very well organized to receive and process applications. Fellow research is published in SEAMEO Monographs.	High degree of compliance for SEAMES; Member states' MoEs could consider ways of streamlining distribution of information

Selecting a jury which has a member from the CHC in Singapore and nationals of member countries of SEAMEO. Jury is to be balanced by gender	Selection Committees since 1993 have had a member from the CE in Bangkok. Selection of nationals has been limited to Thai nationals because of the cost involved. Women have been represented on all committees. The majority have been males but it appears there was some balance. Four of 9 Canadian representatives have been women.	Satisfactory
Guidelines and plans for maintenance of the endowment are to be submitted to ACE	Guidelines are developed each year for the Selection Committee and the CE is consulted re their preparation. Requirements for plans for maintenance of the endowment fund are not specified; there is no evidence of specific plans.	Satisfactory but ACE should receive a copy of the guidelines each year
GoC and Canadian missions are to be recognized in all publicity	Canada receives adequate recognition. All publications recognize Canada's contribution. The CE in Bangkok maintains close relations with SEAMES.	High
CH Commissioner in Singapore is to be invited to make the presentation of awards	CE in Bangkok, as the Mission responsible, is invited to make presentation. Usually, a representative of the Ambassador attends.	High

Guidelines for the implementation of the Program were developed by SEAMES in late 1991 and early 1992. CIDA approved the guidelines in 1992. While the guidelines have stayed basically the same over the life of the Program, specific criteria in the guidelines are updated each year by the Selection Committee. The guidelines identify three types of fellowship programs:

- Program I - provides for an eight month post doctoral or any other major research program, consisting of six months in Canada and two in the home institution.
- Program II - is in the form of an annual research competition to support the winner to travel to Canada and some SEAMEO countries to publicize and share research findings. The usual time is one month in Canada and three weeks to one month in SEA.
- Program III - permits scholars/scientists to undertake research for up to one year in a SEAMEO Centre/Project.

In practice, availability of funds have allowed only for implementation of Program II. All of the fellowship recipients indicated a preference for Program II. Fellowship recipients are well established, leading scholars in their field, country and region with relative heavy academic, social and family commitments and, therefore, they are very reluctant to spent more than a month out of the region. SEAMEO has indicated an interest in exploring implementing Program I but there is likely to be a lack of interest by potential applicants.

2.2 SEAMEO-Jasper Fellowship Program - Selection Process

SEAMES manages all aspects of the selection process including pre-selection arrangements and logistics, selection committee (SC) meetings and post-selection activities. SC members, recipients and SEAMES staff indicate that the process is well managed and administered, conducted within

the terms and conditions of the Grant Agreement, the selection guidelines and criteria and is considered fair and transparent. While some steps may vary from year to year, the selection process has been quite consistent over the nine years of the Fellowship Program and includes:

- promotion of the fellowship through associate Ministries of Education, SEAMEO Centres and the SEAMEO website; the promotion material acknowledges Canada's contribution, provides details on the process, the terms and conditions of the fellowship and commitment required from the successful applicant, the selected theme, application closing dates;
- representation on the SC by the Canadian Embassy; other members are nearly always selected from academic institutions and UN organizations based in Bangkok, apparently to economize on costs; the theme for each year is selected by the previous year's SC and usually relates to themes of some major event or widely recognized activity, for example, the 1999 theme of Aging and Development reflected the SEAMEO and UN Year of the Aged;
- reviewing of research papers and applicant documents by SEAMES prior to submission to the SC to ensure compliance with guidelines, the theme and fellowship regulations; SEAMES does not rate the papers;
- setting of the selection criteria by the SC including the evaluation grid ; the implications of the research for Canada and its relationship to Canada's expertise in the topic are included in the evaluation grid (in the order of 25 percent of the marks); the selection criteria is established prior to the review of the research papers;
- reviewing and scoring of the research papers individually; then the SC (usually 4 to 6 members) meet to review each other's marks, comments on the papers and exchange opinions; the winner is selected based on an average of the final marks awarded and general acceptance of the candidate by the SC;
- announcing the winner at the annual meeting of High Officials, normally held in November; the dollar value of the fellowship is basically the same each year;
- SEAMES, in cooperation with the CE in Bangkok, and, until recently, a CIDA representative at headquarters, making the contracts, travel arrangements and developing the Canadian component program for the winner; recently, SEAMEO has worked directly with institutions in Canada and liaised with DFAIT, Ottawa as well as the CE; SEAMES organizes all aspects of the Fellow's SEA program; most of the arrangements are made through e-mail and telephone so the recipient generally does not have to travel to Bangkok before traveling to Canada.

The time cycle for the Fellowship Program selection and award process and implementation has been fairly uniform after the first two fellowship awards (1993, 1994). The timing of the various steps is approximately within the months indicated:

- (1) Promotion of Fellowship: January to May in the year that the fellowship is to be awarded;
- (2) Deadline for applications: Between May 15 and June 15 (for example, May 15, 1999 for the 1999 Fellowship);
- (3) Processing by SEAMES to ensure compliance with fellowship requirements: June, July
- (4) Selection Committee deliberation: Within the July , August and September period;
- (5) Announcement of Winner: At the November meeting of SEAMEO High Officials;

- (6) Study/Research Tour Arrangements: December to March of next calendar year;
- (7) Canadian and SEA Study/Research Tours: April and May respectively (for the 1999 Fellow example, the timing was April, 2000 in Canada and May 2000 in SEA);
- (8) Fellow Travel Report: Generally Anytime between June and September; however, one report was as late as February (for the 1999 Fellow example, the report was submitted in June 2000);
- (9) Publication in Monogram: The SEAMEO Jasper Monogram Series is published biennially and the research paper may not be ready for the publication which follows the Study/Research Tour; as a result, there have been gaps in the time between completion of the Fellowship Program and publication of the research papers in the Monograms.

Although the Grant Agreement was signed in 1991, the first fellowship was not awarded until 1993. As indicated in Table 3 below, the number of applicants has dropped significantly since 1996. The possible causes for the sudden drop in applications from 1996 on are based on speculation rather than any specific investigation. However, there is a logic to the speculation. Reasons given include:

- the SEA economic turndown;
- the short time frame between receiving notice of the competition and the closing date;
- the limitation placed on the competition by having qualifying research tied to a theme.

TABLE 3 NUMBER OF APPLICANTS FOR FELLOWSHIPS BY YEAR

Fellowship Year								
2001	2000	1999	1998	1997	1996	1995	1994	1993
Number of Applications Received by SEAMES								
9	12	10	5	8	30	26	50	60
Min No. = 5		Max No. = 60		Average over last 5 yrs = 8.8				
				Average over first 4 yrs = 33.2				

Source: SEAMES Files

Because the SEAMES offices are in Bangkok, the Canadian representatives on the SC have all been from the CE in Bangkok. All Canadian members of the SC have been from CIDA's Development Aid Section of the CE. Although the DFAIT Political Section of the CE is named as the mission group responsible for the Program in Bangkok, it appears that the Section prefers that a CIDA representative serve on the SC. This has caused confusion with SEAMES, which for a number of years thought CIDA represented Canada's interests in the Program. The seeming lack of DFAIT interest in serving on the SC and in assisting the setting up a fellowship program created a feeling in CIDA that DFAIT was not fulfilling its mandate and placing an extra burden on CIDA.

TABLE 4
COMPOSITION OF SEAMEO-JASPER FELLOWSHIP SELECTION COMMITTEE

Fellowship Year	Canadian Member*	Composition of Rest of Team
2001	Thongkorn Hiranraks	SEAMES Director and two officers, an academic specialist, UNESCO representative
2000	Walter Bernyck	as above
1999	Walter Bernyck	SEAMES Director and two officers, two academic specialists
1998	Brodie Anderson	SEAMES Director and two officers, an academic specialist, UNESCO rep
1997	Brodie Anderson	as above
1996	Ian Thomson	Three academic specialists and UNESCO rep
1995	Lindsay Neilson	Four academic specialists
1994	Lindsay Neilson	ASEAN Foundation rep, Thai Ministry of Science, Tech and Environment rep plus 2 academic specialists
1993	Mary Sun	ASEAN Foundation rep plus 3 academic specialists

Source: SEAMEO Secretariat and CIDA/DFAIT files

* Note: All Canadian representatives have been CIDA personnel serving at the Canadian Embassy in Bangkok.

While the files and consultations indicated there has been a gender mix on the SC, it was not possible to determine the percentage of males and females. Women represented Canada at four of the nine SC meetings.

2.3 The SEAMEO- Jasper Fellowship Recipients and Their Program

The profile of recipients is somewhat set by the selection criteria which ensure that the recipients are well qualified, respected scholars with extensive backgrounds in research and education. In summary, the recipients characteristics are as follows:

- all possessed a doctoral with considerable years of research experience;
- at least six of the nine hold senior positions (Rector, Director, Dean, Chair, Head);
- eight of nine are from universities;
- all have achieved national/regional stature in their field;
- three are from Indonesia, three from the Philippines, one from Malaysia, Thailand and Singapore;
- four of the nine recipients are women;
- most studied in a country other their home location (e.g. Australia, Japan, US and one in

- Canada);
- most had limited knowledge of Canada prior to receiving the fellowship;
- all recipients submitted reports following completion of the fellowship period in Canada and SEA.

The six fellowship recipients contacted were very willing to share their experiences. The following Table 5 summarizes the feedback from the six fellowship recipients.

TABLE 5 SUMMARY OF FEEDBACK FROM FELLOWSHIP RECIPIENTS

Item	Feedback
Perceived Benefits of the Fellowship Program	<ul style="list-style-type: none"> - Enhanced regional understanding and value of working collaboratively; - Opportunity to promote and share research findings with leaders in the same field; - Gained insights into Canadian and SEA research directions, techniques, culture; - Added depth to research knowledge, interests and increased confidence; - Provided exposure to how other SEA and Canadian institutions work on research; - Obtained a better understanding of the complex social and cultural issues that challenge societal institutions and the interdisciplinary contributions that can help respond to these challenges.
Rating of Experience	Excellent, both in Canada and SEA, from a research, cultural and educational perspective.
Positive and negative aspects of fellowship experience	<p>Positive: Positive reception by institutions in Canada and SEA; realization of benefits of regional cooperation; exposure to different research environment and contact with experts in own field.</p> <p>Negative: Would have liked: more group presentations rather than short meetings with individuals, longer time at fewer institutions, more time to expand on research report; a month traveling alone can be lonely.</p>
Level of support received in Canada and SEA in organizing and arranging program	<p>SEA: SEAMES was most helpful, provided outstanding support; Dr. Nora Quetulio and her supporting staff were singled out for special praise.</p> <p>Canada: CE Bangkok representatives very supportive, helpful; support in Canada was generally good and excellent when a consultant was assigned to assist the Fellow..</p>
Reception by Canadian and SEA host institutions	<p>Canadian Institutions: Generally good with stimulating, thought provoking discussion but larger institutions has less time to spent with recipients; sometimes the contacts were not a good match to area of expertise but most contacts enriched. In general, Canadian institutions indicated little interest in future involvement with the Fellowship Program generated research.</p> <p>SEA Institutions: Considerable interest has been shown in the research and much of the research is directed to SEA issues. Fellows were well received as eminent scholars who attached considerable attention. SEA institutions felt that the time that the Fellows stayed at their institutions was not sufficient to explore the research papers in depth.</p>

Item	Feedback
Funding Provided for Expenses	No serious problems encountered; the funds provided were sufficient to cover expenses, but not overly generous; one Fellow indicated that SEAMES provided per diem funds in cash which caused some security concerns. However, SEAMES indicated that it issues cheques to award winner and it is up to the award winners whether to take cash, buy travelers' cheques or make some other arrangement with the bank in Bangkok. Those that take a significant amount of cash should consider ways and means of reducing the amount of cash to be carried for security reasons.
Publication of fellowship research	<p>Fellowship research reports are published in the SEAMEO-Jasper Monograph Series. The Series is published biannually with a circulation of 500 copies. The distribution is to the Ministries of Education of member states, SEAMEO Centres/Units, SEA libraries (which receive the bulk of the copies), international organizations and funding agencies.</p> <p>There is no evidence that fellowship generated research papers are being published in Canada or through any of the Canadian host institutions. Canadian institutions have not followed up on the research of the fellowship recipients. Several of the participating SEA universities and research institutions have shown continued interest in the Fellows and their research. There is evidence that some of the Fellows' research has been used in connection with subsequent publications and follow up work resulting in publications.</p>
Lessons learned	<p>Fellowship travel:</p> <ul style="list-style-type: none"> - A well chosen host at each stop on the itinerary significantly contributes to the quality of the fellowship experience, value of the visit to the Fellow and host. - Fewer stops with more time in each stop would be an advantage. - Destinations where there are less frequent international guests seem to provide the most favorable reception. - Hotels with business centres should be selected.
Relevant Recommendations emerging from fellowship experience	<ul style="list-style-type: none"> - SEAMEO/Canada contact staff should involve awardees in the process of developing and refining the program and build on their experience; - Include the previous year's awardee in the selection process for the following year; - Continue the practice of providing an official chaperone/s during visits to SEAMEO Centres; - Continue the practice of hiring a consultant to team up with the awardee in formulating a meaningful and relevant program in Canada; - Have the SEA tour before the Canadian tour of institutions to bring a more well-grounded SEA perspective to Canada; - Involve all previous Fellows in a brainstorming session to address issues and challenges facing the region and how they can be better addressed collaboratively; as an addition to this recommendation, consider inviting all previous fellows for an evaluation/assessment forum as part of the 10th Anniversary of the Fellowship Program; - Provide advances to the fellowship recipients in travelers' checks rather than cash.

2.4 Satisfaction with the SJ Fellowship Program

The overall satisfaction of stakeholders with the Fellowship Program was rated high. All responding individuals and organizations expressed satisfaction with the Program, its implementation, its administration and management. However, the perception of the stakeholders is that the main impact is good will, a positive image for SEAMEO and Canada and that a fellowship or scholarship program influences intelligent people in developing positive attitudes towards participating and funding organizations and agencies. The most puzzling aspect of the Program to stakeholders was over the respective roles of DFAIT, the Canadian Post and CIDA. There were some questions raised about which was the Canadian organization with primary responsibility with the program.

While stakeholders expressed general satisfaction with the Program, the fellowship recipients were the most pleased. The Fellows felt the award provided an incentive for researchers in the region, the opportunity to liaise with professionals in Canada and promote their research, a way to gain insights to and an appreciation of western research techniques. The Fellows and SEA institutions indicated there was a transfer and exchange of knowledge which is of benefit to the region and the institutions involved. The majority of Canadian institutions found the presentations by the Fellows interesting but provided little incentive for them to pursue research with the Fellows.

SEAMEO has demonstrated that it considers the Program a valuable asset to itself and its members through its effort and attention to management and administration of the Program. The Fellows felt SEAMES was very helpful in organizing their itinerary and selecting Canadian institutions. Nearly all of the recipients had no knowledge of Canada and had not visited Canada prior to receiving the fellowship. While Canadian institutions found the Fellows' presentations interesting and have been willing to listen to and host the recipients, there is little indication of lasting benefits of the research to Canada.

3.0 RELEVANCE OF SEAMEO-JASPER FELLOWSHIP PROGRAM

3.1 Relevance of the SJ Fellowship Program to Canada's Interests

3.1.1 Consistency and Fit with Canada's Foreign Policy Objectives

The three key objectives of DFAIT strategy to promote Canada's agenda abroad are:

- promotion of prosperity and employment;
- protection of security within a stable global framework;
- projection of Canadian values and culture.

While the Grant Agreement and guidelines for the Program do not make any direct reference to Canada's foreign aid policy, the Program applies the mechanisms used by DFAIT to enhance Canada's policies and objectives. For example:

- Canada's ODA documents state that a sound development program must be people centred with a focus on human development and building capacity. - *The Fellowship Program is people centred, contributes to the development of SEA research capacity, promotes cooperation and collaboration among people and institutions.*
- Canada's policy framework includes strengthening of development partners.- *The Fellowship Program requires consultations and working with a broad range of individual and institutional partners and utilizes a good combination of expertise and skills at home and in SEA.*
- Cultural exchanges and dialogue are means used by Canada to project its values and culture - *The Fellows get a total immersion into Canadian academia, research techniques and university and research institutional culture albeit for a short period of time.*
- Education has been an essential tool in promoting attainment of Canada's Policy Objectives - *The Fellowship Program is integrally linked to academic institutions and the SEAMEO's Ministries of Education. SEAMEO is an educational organization which has received Canadian assistance from the 1970s.*
- Canada's foreign and development policies recognize the importance of regional cooperation and local ownership. - *SEAMEO is the owner of and major player in this Program and has been a key partner in Canada's development assistance for education in SEA. It has conscientiously promoted Canada and Canada's role in the Fellowship Program.*

Given the many indicators of SEAMEO's and the Fellowship's relevance to Canada's agenda, it can be concluded with a high degree of confidence that the Fellowship Program is consistent with Canada's foreign policy objectives.

3.1.2 Relationship of Program Design and Implementation to Canada's Interests

The Program design is quite straight forward - Canada provided a grant and the interest income earned is to fund a fellowship managed by SEAMES. The Grant Agreement outlines SEAMEO administrative responsibilities which are being performed effectively by SEAMES. There are three

aspects of the Grant Agreement that can be analysed with respect to Canada's interests: (1) the research is to focus on Canada or an area where Canada has internationally-recognized expertise; (2) the Canadian government and Canadian missions in ASEAN countries are to be recognized in all publicity and awards materials pertaining to the fellowship and (3) the Canadian mission is to be invited to make the presentation of the award.

Dealing first with the requirement that the focus of research is on Canada, applicants for the fellowships are requested to submit research papers on a selected theme. Since the papers are on research already committed, few, if any, researches living and working in SEA could submit research with a focus on Canada. Indeed, no research papers have had a focus on Canada. Therefore, for the purposes of this evaluation, "focus on Canada" was taken to mean "research papers of interest and value to Canada".

All research papers would generate a high degree of interest from a scientific point of view and be of interest to Canadian firms planning to seek work in SEA. Six of the topics are specific to SEA and they would likely be of more interest to individual scholars and researchers than to Canada as a country. The papers on multiculturalism (year 2000) and AIDS (1996) have universal implications and value and should be of considerable interest to Canada and its institutions. Canada has internationally recognized expertise in most of the topics selected. Some DFAIT officials have expressed concern about the relevance of research papers to Canada and Canadian institutions. Certainly the lack of follow up and maintenance of linkages by Canadian institutions is an indicator that the research papers are targeted to SEA rather than Canada. The basis on which marks are awarded in the selection process for a Canadian focus is not clear. Canada's interests and the other requirements are examined in the following table, Table 6, which indicates the research themes and topics.

TABLE 6 INDICATORS OF SEAMEO-JASPER FELLOWSHIP RESEARCH RELEVANCE TO CANADA

YEAR/THEME	RESEARCH TITLE	INDICATORS OF MEETING CANADA'S INTERESTS
2002- Children's Rights to Education	The research title is not known yet as the competition for 2002 is not yet complete.	Canada has been supporting initiatives directed at education for all, children's rights, equal opportunity for girls and boys for many years. This is an area of interest to Canada and an area where Canada has internationally-recognized expertise.
2001- Education for Human Security	Improvement of the Marginal Land Productivity with Three Strata Forage System Integrated with Bali Cattle	Research directed specifically to SEA and SEA agriculture and research is probably of limited interest to Canada. It is unlikely to be an area where Canada has internationally-recognized expertise.
2000 - Education for Peace and Development	The Multicultural Curriculum: Towards Education for Peace and Development.	Canada is a world leader in cultural diversity, multicultural and peace initiatives. It is considered an example to the world. It has experience in complex projects in SEA. The implications and results should be of interest to Canada, particularly in its work abroad.

YEAR/THEME	RESEARCH TITLE	INDICATORS OF MEETING CANADA’S INTERESTS
1999- Aging & Development	Older Persons and their Caregivers: Stroke as a Critical Life Event in the Filipino Family	Canada has significant expertise in aging and a number of internationally known and respected specialists. Findings and conclusions should be of interest to Canada. Canada has an aging population and a large Filipino population.
1998 - Tourism & Community Development	The Potential of Coastal Settlement in Supporting Tourism and in Eradicating Poverty in East Java	The poverty reduction aspects of the research could interest CIDA and might have some useful information for developmental projects. Area where Canada has internationally-recognized expertise: Unlikely.
1997- Culture & Sustainable Human Development	The Concept of Mari-it (Dangerous Zones) in Panaynon Worldview and its impact on Sustainable Development	Research is very specific to SEA and of questionable interest to Canada. Area where Canada has internationally-recognized expertise: Unlikely.
1996 - Health & Women	Young Adolescents’ Perception of AIDS	Providing assistance in the fight against HIV/AIDS has been a Canadian priority for many years. Canada has built up considerable expertise and experience in the area. Area where Canada has internationally-recognized expertise: Yes, definitely.
1995 - Food & Agricultural Technology	Biodiversity of Local Fruits	Canada has done considerable work internationally in biodiversity. Area where Canada has internationally-recognized expertise: Most likely.
1994 - Environment	People Empowerment and Environmental Management; The Pumuluyo Experience in the Philippines	Canada has done considerable work internationally in people empowerment and environmental management. Area where Canada has internationally-recognized expertise: Very Likely. Canada has highly qualified specialists in environmental management and capacity development.
1993- No theme 1 st year FS awarded	Transgenic Fish Production with particular emphasis on Sperm Mediated Gene Transfer	Value or interest to Canada difficult to determine without input from a specialist. Area where Canada has internationally-recognized expertise: Possibly.

3.2 Benefits of the SJ Fellowship Program to SEAMEO

3.2.1 Consistency and Fit with SEAMEO’s Mandate and Objectives

SEAMEO’s formation was the result of SEA countries desire for cooperation in education because of the economics and security conditions of the 60s and 70s, the lack of tertiary educational opportunities and institutes, the mutual benefits of sharing resources, coordinating relations and funding from international agencies. SEAMEO was formed as a chartered non-profit intergovernmental organization. A new vision was adopted for the organization in 1996 stating that the Member Countries wish SEAMEO to be: “a dynamic, self-reliant, strategic policy driven organization for strengthening regional understanding and cooperation in education, science and

culture for a better quality life”. SEAMEO’s mandate was amended at the same time to be: To enhance regional understanding and cooperation and unity of purpose among member countries and achieve a better quality of life through: networks and partnerships, an intellectual forum, regional centres of excellence. The Fellowship Program certainly fits within the umbrella of SEAMEO’s mandate and objectives in that it:

- requires the cooperation and active participation of SEA education institutions and agreement of ministries of education;
- involves sharing of research findings and techniques in areas of common interest;
- provides the opportunity to foster regional networking and partnerships;
- provides an intellectual forum for discussion, sharing of information.

3.2.2 Relationship of Program Design and Implementation to SEAMEO Member’s Interests

There are sufficient indicators to conclude that the Program design and implementation is of interest to SEA universities and SEAMEO Centres, that these institutions are interested participants in the fellowship program, that these institutions are interested in the research themes and topics. However, the period of time spent at each institution is short and participating institutions have not built any sort of longer term relationships with the recipients or their home institutions. The main benefits seem to be the building of confidence and stimulation and exchange of ideas. The research themes and research titles are very relevant to issues and concerns in SEA. Fellowship recipients have indicated that some of the SEA institutions have followed up and expended on the research of Fellows. There is no evidence that long term linkages have been maintained

There is little evidence of any interest or active participation of the Ministries of Education. The consultations and data gathering by the evaluator suggest that the ministries are mainly “a post office” for receiving and forwarding of information on the Fellowship Program. There does not seem to be any active participation or support to the Fellows.

3.2.3 Respond of Program to the Participants Needs and Interest in Canada

Obviously the themes and research topics have been of interest to fellowship applicants because they relate to the applicant’s field of specialization and work. Feedback from the fellowship winners indicates that they have gained substantially from the fellowships, both intellectually and in terms of career development. All Fellows indicated that they gained confidence in their research skills and ability, learned from contact with Canadian and SEA researchers engaged in similar work and were able to advance their own professional careers. Only one fellowship recipient interviewed had any previous experience in Canada. At the end of their time in Canada, all recipients expressed a high degree of satisfaction with their experience in Canada, thought highly of Canada as a country and indicated that the experience in Canada and SEA more than met their expectation and needs. One recipient stated that he undertook to counsel and encourage students who showed an interest in studying in Canada.

3.3 Relationship to Other Canadian and International Agency Initiatives

Canada has a long history of support to SEAMEO beginning in the 1970s. The main phases of cooperation began in 1985. DFAIT's support to SEAMEO has been mostly through the Council of Ministers of Education, Canada (CMEC). CIDA-SEAMEO cooperative projects since 1985 have included:

- Phase I - the \$9.5 million SEAMEO Pilot Project for Integrated Community-based Human Resource Development (1985-1989) provided support for the regular programs of SEAMEO and institutional cooperation in partnership with ACCC and AUCC;
- Phase II - the \$7.2 million SEAMEO-Canada (1990 to 1995) provided support for the regular programs of SEAMEO and strengthening the capacity of 11 Centres; the project was executed by SEAMES;
- The extension to Phase II to December 31, 1999, through an amendment to the Contribution Agreement between SEAMEO and CIDA; the extension involved funding of selected project proposals from the SEAMEO Centres to be implemented with a Canadian partner.

Since CIDA's major initiatives ended, Canada's assistance to SEAMEO has been in the form of membership fees (associate membership), sponsorship of the SEAMEO-Jasper Fellowship Award, attaching Canadian interns to SEAMEO Centres under the SEAMEO-Canada Internship Program and continuation of the SEAMEO-ACCC/CIDA Marketing and Distance Education Project.

Support for SEAMEO from other international agencies and associate members (Australia, France, Germany, Japan, Holland and New Zealand) has been mainly through the SEAMEO Educational Development Fund, established in 1971, and through support to and initiatives with SEAMEO Centres. It appears that no other international agency or associate member has a fellowship program such as the SEAMEO-Jasper Fellowship Program.

4.0 EFFECTIVENESS AND EFFICIENCY

4.1 Effectiveness Issues

The Program design and focus on specific activities (fellowships, selection process, research promotion) make it difficult to apply objective measures; therefore, identification of indicators in the table below was based on somewhat subjective measures of effectiveness. However, an attempt has been made to measure the effectiveness of the Program against criteria that have been developed by international funding agencies for assessing the effectiveness of development projects.

Table 7 - Indicators of Effectiveness of the SEAMEO-Jasper Fellowship Program

EFFECTIVENESS SUCCESS FACTOR	INDICATORS OF SUCCESS OF THE FELLOWSHIP PROGRAM
Project's focus on the needs and priorities of SEAMEO member countries with local participation and ownership	The needs and priorities are focused on specific research themes which are decided by the Fellowship Selection Committee. Themes either recognize specific events, international celebrations or areas of interest to SC members. SEAMEO country interests are assumed to be taken into account by the regional members of the SC. Research topics related to children's rights, education, cultural diversity, HIV/AIDS, agriculture and environmental management are needs and priorities of the region.
Expectations of the Program are clearly defined	This does not appear to be the case. The mechanics and administration of the Program are clearly identified but the expectations are not.
Development activities are aligned with intended results	Activities are aligned with the inputs and deliverables of the Program but intended or expected results are not clearly defined.
There is consistent focus on defined results throughout the project life-cycle	There is a consistent focus on meeting the terms and conditions of the agreement and on good management of resources but not on developmental results.
Results are delivered to beneficiaries	The main beneficiaries of the Program are the fellowship recipients and they have benefitted from the Program. SEAMEO and regional institutions have benefitted to a lesser degree.
There is effective coordination among stakeholders	SEAMES provides very effective coordination of the Program and responds well to fellowship recipient and participating institutions' needs.
Canadian expertise and experience are part of the Program design and delivery package	Canadian expertise was not utilized in the Program design. There were very few design parameters or requirements. The Program was undertaken prior to Canada's emphasis on results-based management.

4.1.1 Gender Equality

The Grant Agreement only states that the jury (Selection Committee) be balanced by gender. No particular gender strategy was articulated. A review of the names of the Selection Committee membership does not give a clear indication of which members are male and which are female. It is evident, however, that women have been represented on all selection committees. Canadian representation on the committee has been balanced - four of the nine members were women.

There has been a gender balance among the fellowship recipients. Four out of 9 have been women. The selection criteria makes no reference to or awards any marks for gender. It appears the balance was achieved by consideration of the merits of the research papers and not by any particular gender strategy.

4.1.2 Sustainability

The elements that make the Program sustainable are: only the interest of the endowment is used for

program implementation. Assuming that funds from interest income remain sufficient, that SEAMEO wishes to continue the Program and there is continued interest by SEA scholars and researchers, the fellowships will continue to be available within SEA indefinitely. SEAMES has adhered to the conditions of the grant, managed the endowment with due care and diligence and the principal has remained intact. Over the past nine years of the Program, SEA institutions have maintained an interest and some linkages have been maintained. However, the main long term beneficiaries of the Program have been the recipients who have continued their research activities and built on the incentive provided by the fellowships.

The linkages with Canadian institutions and individuals have not been maintained to any sustainable degree. Most contact ends within a year of the Fellow's tour in Canada. Canadian institutions see limited benefit in maintaining contact.

4.1.3 Strengths and weaknesses of the Fellowship Program

The strengths and weaknesses identified are based on feedback from stakeholders and from file information, not on a formal SWOT analysis (i.e., an analysis of strengths, weaknesses, opportunities and threats).

(1) Identified Strengths

The Fellowship Program provides:

- opportunities for sharing research techniques, findings, ideas, areas of interest to SEA and Canadian scholars and researchers;
- a selection process which has resulted in selection of well qualified and skilled recipients;
- a self-sustaining mechanism for enhancing visibility, engagement of SEAMEO and Canada in SEA education and academic community;
- benefits to SEA scholars and researchers as funds available for research are limited in SEA and some universities have no sabbatical leave opportunities in place;
- contact between Canadian and SEA scholars and researchers and among SEA scholars and researchers;
- an implementation and operations team in SEAMES that is managing the Program well.

(2) Identified Weaknesses

The Fellowship Program:

- does not have the resources to monitor the Program, to track the impact of the research undertaking, achievements resulting from the Program and research, the work of Fellows following their return to their home location, nor the sustainability of linkages formed;
- maybe too broad in geographic scope and the number of institutions visited for the short period of time of the fellowship (one month in Canada, three weeks in SEA) too many; the number of stops and people contacted could be reduced to increase the time for dialogue and addressing areas of common interest;

- funds available for the fellowship generated by interest earned limit the options and flexibility of the Program; the same program option (Program II) has been used since the beginning of the Program;
- linkages with and among SEA and Canadian institutions and individuals has been of short duration.

4.2 Efficiency/Management Issues

4.2.1 SEAMEO/SEAMES Management

Review of reports and studies support the concept and value of SEAMEO as the appropriate body to foster regional cooperation in HRD. Dealing with human resource development at the level of Ministers of Education is seen as a very effective approach to influencing policy development and working for mutual benefit. SEAMES, as the management arm of SEAMEO and the operational arm of the Council, has managed the SEAMEO-Jasper Fellowship Program since its establishment. Based on feedback from stakeholders, SEAMES is seen as a responsive, supportive administrative body controlling the endowment fund, carrying out the selection process, providing logistical support and guidance to fellowship recipients, liaising with the Canadian Embassy, DFAIT, regional and Canadian institutions and with CIDA representatives for specific aspects of the Fellowship Program.

The main management constraints for SEAMES seem to fall into two categories: (1) the limitations of a regional organization and (2) systemic constraints. The nature of the environment within which a regional organization must function places a number of boundaries on its ability to be dynamic and self-reliant. It has to take into account self-interests and the priorities of ten different countries, national interests competing against regional interests, different forms of government, the demands of international donors, the cultural, economic and language differences. Some of the systemic problems have been addressed through the updating of SEAMES financial and management systems. There appears to be a real desire among members to make SEAMEO a “dynamic, self reliant” organization.

In the ongoing implementation of the Fellowship Program, SEAMES has ensured that the management and administration of the Program has had sufficient staff resources to provide good service. The Project Officer in charge estimates that she spends 50 percent of her time on Fellowship Program matters during certain activities, for example, promotion of the Program, the lead up to the Selection Committee meetings, the SC meetings and arranging the winner’s program. She is supported by Administrative and Financial Managers and an Assistant Project Officer. The time of these staff and involvement of the Director and Deputy Director in the selection and consultative process represent a significant investment by SEAMEO in the Fellowship Program. All signs indicate that the Program is being delivered efficiently and effectively.

A detailed institutional assessment would be required to determine whether there are more appropriate ways of making the program more efficient and delivering the services in a more cost-effective manner. SEAMES does not have a performance measurement system to monitor and track Program results. While a dedicated performance measurement system would not be cost effective for such a small program, SEAMES might considered how to undertake a less ambitious approach to monitoring and tracking performance and progress. Perhaps such an approach could be carried out in conjunction with its other project initiatives.

4.2.2 DFAIT Management

On the Canadian side, the responsibility for the Fellowship Program has rested with the International Relations Division (ACE) of DFAIT from the conception of the Program. Since the endowment fund was established through a grant to SEAMEO, the ownership and responsibilities for the funds, the management and administration of the Program rest with SEAMEO. ACE's role and that of DFAIT's Mission representatives was to participate in the selection process, assist SEAMES in organizing the program for each fellowship in Canada, monitor the Program through financial reports and reports from the Post in Bangkok.

However, from the beginning of implementation in 1993 to 1998, the duties related to participation in the selection process, assisting SEAMES in organizing the program for each fellowship in Canada and coordinating the Fellowship Program in Canada were performed by CIDA personnel. CIDA assumed these duties and the cost associated with them because of the Fellowship Program's congruency with CIDA's other major initiatives with SEAMEO. When CIDA's initiatives with SEAMEO ended in 1998, it found that it could not longer undertake coordination of the program in Canada. CIDA personnel in Bangkok continue to represent Canada on the Selection Committee. CIDA's involvement has created the impression among the Fellows and participating institutions that the Fellowship Program is a CIDA initiative.

Although DFAIT indicated that it does not, as a matter of policy, organize the visit program or make travel arrangements for the fellowship recipients, it did provide some coordinating support for the fellowship recipients in 2001 and 2002. However, SEAMES has been making and coordinating most of the arrangements directly with Canadian institutions. While SEAMES has been reasonably successful in carrying out this task and the Fellow is provided with a list of contact names, the fellowship recipient is left without any readily available, designated contact person in Canada. The Fellow must rely on him/herself or Canadian institutions for help in sorting out coordinating, travel and personnel problems and generally getting acclimatized to Canada. The fellowship recipients have limited experience with Canadians, have likely not traveled in Canada before and are not familiar with most of the institutions they will visit. It is, therefore, understandable that the Fellows place a high priority in having a Canadian assigned to work with them on the Canadian component of their program. A recommendation was included in a Fellow's report asking DFAIT to "continue the practice of hiring a consultant to team up with the awardee in formulating a meaningful and relevant program in Canada". Given that the SEAMEO-Jasper Fellowship is a prestigious award and that it presents an opportunity to

promote Canadian expertise, DFAIT, through its officers in Canada and abroad, might wish to consider becoming more involved with the coordination of the Program activities. The Fellowship Program carries with it political, educational and representational aspects and an opportunity for an effective follow up on international cooperation.

4.2.3 The Roles of Canadian and SEA Participating Institutions

The Canadian institutions have played a fairly passive but helpful and cooperative role in the Program. Their main contribution has been to host the fellowship recipients and hold meetings to hear the recipient's presentation and enter into dialogue during the meetings. Assistance to and interest in the Fellows varied from institution to institution. As indicated by one of the Fellows, the less involved with international visitors and external projects, the more helpful the Canadian institution. The institutions found the time allocation very restrictive and in some cases, the visit was poorly timed, for example, conflicting with the writing of examinations.

While the SEA institutions played much the same role as Canadian institutions, the Fellows felt more at home in the SEA institutions and felt their research more relevant to these institutions. As with the Canadian institutions, the SEA institutions found the length of stay too short. It seemed to some that the Fellow only had time to present the research paper and then leave. The SEA institutions also experienced having visits by Fellows occurring at inappropriate times.

4.3 Financial Management

While the scope and limitations of the evaluation did not permit an in-depth financial review, a review of financial reports and documents and feedback from SEAMES indicate that SEAMES has:

- provided prudent and responsible financial management for the Program;
- adhered to the requirements of the Grant Agreement, using only the interest earned for the Fellowship Program and providing annual financial reports to the CE in Bangkok;
- its accounts audited annually by an independent auditing firm; while there is not a separate audit for the SEAMEO-Jasper Fellowship Program, the Program is included in the annual audit exercise; the Program is too small to warrant a separate audit;
- maintained the principal of the Endowment Fund intact in accordance with the Grant Agreement.

The principal (\$US214,500) of the Endowment Fund is invested in US\$ certificates with the Siam Commercial Bank Public Co. Ltd. The time period for the certificates is one year. At the end of each investment period, the interest earned is transferred to a current account at the Thai Commercial Bank. The current account does not earn interest. The annual reinvestment of the principal in time deposit certificates and transfer of the interest to the current account is authorized by the Director of SEAMES on the advice of the Financial Manager. The Siam Commercial Bank Public Co. Ltd. has been used from the beginning of the Program because it offers the most attractive interest rates and the investment is secure. The government of Thailand guarantees this type of investment including a foreign currency investment of this amount. No attempt has been made to increase the value of the principal through riskier investments.

Expenses and the fellowship award are paid out of the current account. Expenses are accounted for at actual cost and per diems are paid to the award winner according to SEAMES rules and regulations. The per diems vary from country to country and are based on SEAMES' cost calculations. Award winners are given one or many cheques in Bangkok prior to travel, which they then take to the bank to either cash the cheques/s or arrange for travelers cheques. A number of the fellowship recipients choose to take payment in cash and carry rather significant amounts of cash with them during their travels.

As can be seen from Table 8, the average interest income earned over the 1997 to 2001 was approximately 5.6 percent. Considering the difficult economic times and lowered interest rates over the period, the return on investment, in this consultant's view, seems quite satisfactory. The average cost incurred by each Fellow from 1997 to 2001 was just over US\$11,000 for both the Canadian and SEA components of the Fellowship Program.

TABLE 8
SUMMARY FINANCIAL REPORT OF SEAMEO JASPER FELLOWSHIP ENDOWMENT FUND IN US\$

Part A: Principal of Endowment Fund in Siam Commercial Bank Public Co. Ltd.						
Item		Initial Can. Contribut'n	Value at June 2001			
Endowment Fund	in Cdn\$	250,000	336,765	Principal retained and increased in value in Cdn\$ due to exchange rates		
Principal value	in \$US*	214500	214,500			
Part B: Interest Income Account in Thai Commercial Bank						
SUMMARY FINANCIAL STATEMENT ON FUND INTEREST ACCOUNT IN US\$ at SEAMEO FY End						
Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7
	1996**	1997	1998	1999	2000	2001
Balance in Acct prior	57,592.55	37,735.72	41,657.11	41,199.72	42,404.14	42,865.88
to Fellowship related expenditures including income earned from investment of principal						
Expenditures re Fellow from Earned Income:						
- Airfare	4,074.95	2,603.00	2,442.41	4,060.77	2,998.57	2,746.75
- Per diem	5,316.00	6,036.52	6,915.33	5,510.55	7,808.51	8,827.54
- Publication	0.00	323.30	842.34	0.00	433.56	213.56
- Admin cost***	23,511.60	690.52	0****	0	949.39	819.60
Sub- total	32,902.55	9,653.34	10,200.08	9,571.32	12,190.03	12,607.45
Balance in Account at end of SEAMEO FY after Fellow Expenditures	24,690.00	28,082.38	31,457.03	31,628.40	30,214.11	30,258.43
Interest Income Earned during FY: Balance prior to expenses less balance at end of previous FY (e.g column 3 minus column 2)						
	\$US	13045.72	13574.73	9742.69	10775.74	12651.77
Interest earned on	%	6.1	6.3	4.5	5	5.9
the principal over one year (current account does not earn interest). Average interest earned = 5.6%						

Notes: SEAMEO Fiscal Year is from July 1 to June 30

*Exchange rate taken as US\$1 = \$Cdn1.57

** Financial reports prior to 1996 not available but it is evident that principal has been retained

***The \$23,511.60 listed under column 2 (1996) as Admin Costs were actually the combined expenditures for the first two award winners, including air fares, per diem, admin costs.

**** Administration costs were incurred but not indicated in information from SEAMES

Source: SEAMEO Annual Secretariat Financial Reports

5.0 ACHIEVEMENT OF RESULTS

5.1 Progress to Achievement of Objectives

Canada's grant to SEAMEO took place well before the government of Canada's emphasis on results-based management was clearly articulated and before its definitions of results were available as guidelines. The Grant Agreement does not state any clearly identifiable objectives of the fellowship other than "the interest . . . will be used to fund a fellowship benefitting citizens of the member countries of SEAMEO wishing to undertake post doctoral research in Canada". The guidelines for the selection of the Fellows do not provide any further insights into expected or expectations of results. The reference points for determination of what were the "implied" expectations for results are the questions in the consultant's terms of reference, feedback from those interviewed and file documents. Identification of the intended results required some subjective assessment on the part of the consultant.

Two of the three SEAMEO objectives for the Program as stated in the consultant's terms of reference are more 'deliverables' or "short term" results than results as defined in accepted results-based management terminology. Indicators of progress towards achieving these objectives is summarized in Table 9 below.

TABLE 9 INDICATORS OF PROGRESS TO ACHIEVEMENTS OF OBJECTIVES OF THE SJ FELLOWSHIP PROGRAM
Objective 1: to allow nationals of SEAMEO Member Countries to undertake post doctoral research in Canada: - A fellowship has been awarded each year within the terms and conditions of the Grant Agreement.
Objective 2: to provide a forum for exchange of knowledge and ideas between Canadians and citizens of Southeast Asian Member Countries: - Forums for discussion and exchange of knowledge were arranged both in Canada and SEA. Discussions and dialogue took place mainly among academics and researchers who are citizens of Canada and SEA countries. The scope of the term "citizen" as used in the objective is unclear. The main beneficiaries have been the fellowship recipients.
Objective 3: to develop understanding on each other's culture and development: - There are clear indicators that a better understanding of each other's research interests and techniques resulted from the promotion of the Fellow's research in SEA and Canada. It is less clear whether this understanding of the research culture and academic interest went beyond the research of the Fellow. However, a significant portion of the research related to areas of mutual interest and concern, for example, HIV/AIDS, aging, education, environmental management
Conclusions: SEAMEO and SEAMES are achieving the objectives of the Fellowship Program. Fellowships are being awarded to the most appropriately qualified and experienced individuals. The Program has contributed to the development of leading academics, researchers and scholars who are well disposed to Canada; the Fellows would qualify as foreign professionals & leaders. There is no evidence that the Fellows contributed to the expansion of markets for Canadian educational products and services.

5.2 Impacts and Results Achievements

TABLE 10 INDICATORS OF IMPACT and OTHER RESULTS ACHIEVED

1.0 Impact or Longer Term Results	
Identified or Implied Expected Results	Indicators of Achievements, Effect
1.1 Increased understanding of each other's culture and development by participating SEA and Canadian institutions and fellowship recipients	<ul style="list-style-type: none"> - Returning Fellows valued contact with other institutions and researchers. Fellows recognized and were enriched by exposure to Canada's cultural diversity and acceptance of other cultures. - Fellows gained insights into their own culture, a variety of cultures in SEA and Canada and related well to working within a cultural diverse society. - Fellows gained insights into Canada's research priorities.
1.2 Increased visibility/profile for Canada in SEA	<ul style="list-style-type: none"> - Each Fellow's program involved contact with many institutions and individuals in SEA and Canada. Canada's role in the Program was well publicized and the Fellow's presentation at each institution involved positive exposure for Canada; - Visiting Fellows are respected researchers with prestige and position in the academic community and their positive experience in Canada should contribute to Canada's influence in SEA.
1.3 Improved research capacity in SEA institutions	<ul style="list-style-type: none"> - The Fellows reported that they had increased their skills and knowledge through the Program. It appears that transfer of the knowledge and skills acquired by the Fellows to SEA institutions was limited by the abbreviated time spent at the institutions. - Research topics and endeavors all relate well to Canada's priorities (AIDS, aging, environment) - Funding for research and sabbaticals is limited in SEA so fellowships help develop faculty.
1.4 Linkages and networking fostered between SEA and Canadian institutions and researchers and among SEA institutions and researchers	<ul style="list-style-type: none"> - Linkages were formed between individual researchers in Canada and the Fellows; however, the contacts were not sustained. - Linkages formed in SEA by the Fellows lasted longer but also were not sustained; however, some joint research was carried out.
1.5 Motivated SEA researchers	<ul style="list-style-type: none"> - Fellowship recipients reported increased confidence in their research abilities. - Most Fellows expanded their research in the area related to their fellowships.
2.0 Results Questions from the Consultant Terms of Reference	
Questions	Findings
2.1 Were there any unintended or unforeseen results	At least one researcher was so impressed by his Canadian experience that he volunteered to provide seminars and advice to students considering studies in Canada.

<p>2.2 What benefits were derived from the research projects and by extension from the Program in terms of projecting Canada’s image abroad?</p>	<p>- Conclusions and recommendations emanated from the research projects; however, there is no evidence that the Ministries of Education followed up on the research findings. Only one SEA institution seemed to carry on with and expand the research initiative. The research was published but there no follow ups to determine benefits derived. The Fellows did not know of any action taken on their research recommendations by the Ministries, SEAMEO or SEA participating institutions.</p> <p>- The benefits of the research to Canadian institutions seems to be more in the nature of good will and individual contacts.</p>
<p>2.3 Are the fellowships being awarded to the individuals/projects most likely to yield the best results and meet program expected results</p>	<p>The selection process is transparent, fair and quite rigorous and the fellowships are awarded to individuals and research projects most likely to yield the best results. A significant number of research initiatives had topics of interest to Canada and Canada has expertise related to most initiatives.</p>
<p>2.4 How efficiently has the program responded to the clients’ and member countries’ expectations and needs?</p>	<p>SEAMES has expended considerable effort in keeping member country’s informed and distributing Program information and notices. While Ministries of Education are informed and knowledgeable about the Program, they have shown limited interest in the research initiatives and the results of the research. The expectations of member states appear to be quite limited.</p>
<p>2.5 To what extent has the program contributed to: 1)the development of foreign professionals & leaders with an informed, well disposed and sustainable interest in Canada; and 2) expansion of markets for Canadian educational products and services</p>	<p>The Fellows have been the main beneficiaries of the Program While selected Fellows were experienced and respected scholars and researches prior to receiving a fellowship, they had limited knowledge about Canada. All returned to their countries well disposed to and with considerable interest in Canada. There is no evidence that the Fellowship Program resulted in expansion of Canadian educational products; however, the research initiatives were, for the most part, related to areas in which Canada has considerable expertise. It is conceivable that the Program research initiatives could promote the interest of Canadian professionals in SEA. However, to date, there is no evidence that this has happened.</p>
<p>3.0 Short-term results or Outputs Achieved:</p>	
<p>3.1 Fellowship recipients applying acquired research skills and knowledge in SEA and home institutions</p>	
<p>3.2 Research papers published in SEAMEO Monogram Series and disbursed to MoE, SEA institutions and libraries and international agencies.</p>	
<p>3.3 A well-managed and administrated Fellowship Program implemented within the parameters of the Grant Agreement.</p>	

6.0 CONCLUSIONS AND LESSONS LEARNED

6.1 Conclusions

The SEAMEO-Jasper Fellowship Program is being implemented and managed in accordance with the terms and conditions of the Grant Agreement between Canada and SEAMEO. SEAMES is managing and implementing the Program well. Both SEAMEO and DFAIT feel the Program is an important element of their overall strategy for SEA. The principal of the endowment fund is being maintained. The selection process is fair, rigorous and effective in selecting the most qualified and suitable candidate within the criteria set by SEAMEO and the Selection Committee. The tenth anniversary of the Fellowship Program occurs in 2003 and this should be recognized in the promotion of the Program and selection of the tenth Fellow.

It is further concluded that:

1. SEAMEO has full ownership and management responsibilities for the Program;
2. SEAMES is providing good operational management, coordination of the Fellows' program and prudent and responsible financial management of the Fellowship Program;
3. any adjustments or changes to the application and administration of the endowment fund which do not conflict with the Grant Agreement could be undertaken by SEAMEO;
4. SEAMEO is achieving the objectives it set for the Program;
5. the Ministries of Education have shown little interest in becoming involved in the Program outside official SEAMEO functions and appear to be a "post office" for transmission of Program information;
6. at present, there is no other international SEAMEO program that is substantially similar to the Fellowship Program; no other associate member or international agency has found more effective avenues for the delivery of comparable programs;
7. the number of fellowship applicants has stabilized at an average of about nine per year;
8. the short time spent at institutions in Canada and SEA has limited the effectiveness of the Program and the formation of more lasting linkages; visits to some institutions and with some individuals only permitted time for the Fellow to present his/her paper;
9. participating institutions in SEA and Canada are supportive of the Program; however, the time for the Fellows to promote their research is short and spread over many institutions; this results in limiting the value of visits and the research to participating institutions;
10. the main benefits to Canada appear to be in the areas of goodwill; the potential for relationships and longer term contact with SEA leading scholars and researchers remains to be developed;
11. SEAMEO has honoured the Program and Canada by announcing the Fellowship Award at each annual SEAMEO High Officials Meeting from the beginning of the Program;
12. DFAIT is not taking full advantage of the opportunity to further develop contacts and relationships in an academic and educational framework; the universities and institutions and Ministries of Education are staffed with people that influence policy development and decisions; DFAIT should become more involved in the coordination of the Program, particularly in relation to the Fellow's program in Canada and in the selection process.

6.2 Recommendations

The SEAMEO-Jasper Fellowship Program is small with a small budget, selects only one fellow per year and has limited room for innovation, but it has a high profile and is a highly visible program involving influential persons and institutions. The Program is one aspect of the SEAMEO-Canada dimension that can further develop DFAIT's regional contacts within an established framework. Therefore, to improve the administration, delivery and monitoring of the Program, it is recommended that:

1. SEAMEO and DFAIT periodically review the Fellowship Program to reconfirm and explore the expectations of SEAMEO and DFAIT with respect to results, the selection process, the present focus on research, options available for Program implementation, and the sustainability of linkages and mutual cooperation.
2. SEAMEO consider a more focused visit and travel schedule for the fellowship recipients, that is, more time at fewer institutions, careful selection of key institutions which will maximize the impact of Fellow contact and permit more dialogue and exchange on technical matters.
3. SEAMEO and the Ministries of Educations of member countries explore approaches and means of increasing the efficiency of Program promotion and the visibility and distribution of the results of the research of Fellows.
4. SEAMEO and the SC consider requiring that Fellowship Program applicants demonstrate that they have identified Canadian institutions which have programs, initiatives and/or researchers that are relevance and potentially beneficial to their research.
5. SEAMEO explore ways of involving a representative of previous fellowship recipients on the Selection Committee to make use of the skills and knowledge gained from experience as a highly respected senior researcher, and as a former Fellow.
6. SEAMEO have each Fellow complete an evaluation sheet offering his/her opinions on and suggestions for the Program and the Selection Committee review and that the Program management consider taking action on the feedback each year.
7. SEAMEO consider allocating some funds to enable it to monitor Program achievements and follow up with former Fellows and determine any action taken on research efforts.
8. DFAIT become more involved in the coordination of the Program delivery, particularly the selection process and the Fellow's program in Canada.

6.3 Lessons Learned

Lessons learned gathered from Fellows, SEAMEO, DFAIT, the missions and other stakeholders propose that:

1. Education and social research are effective tools to foster cooperation, mutual understanding and respect for cultural diversity.
2. Multiculturalism, ethic diversity are important issues in SEA and Canada and the use of education and educational institutions to address the issues is of mutual importance.
3. Canada and SEA have scholars, researchers and academics with skills and knowledge that can be shared through cooperation and collaboration.

4. Linkages and networking are not sustainable without perceived and real benefits emerging from the liaisons.
5. Mutual understanding of and agreement on all aspects of an initiative should be reached at the design stage and reflected in all agreements among partners prior to start of implementation..
6. For a Program such as this: a well chosen host at each stop on the itinerary significantly contributes to the quality of the fellowship experience and the value of the visit to the Fellow and host; fewer stops with more time in each stop would be an advantage.